

Approved For Release 2001/07/28 : CIA-RDP78-04309A000100010002-3

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Operations School  
 VIA : Chief, Headquarters Training  
 FROM : Chief Instructor, Clandestine Services Review Course  
 SUBJECT: Final Course Report - Clandestine Services Review Course No. 31

DATE: 21 December 1960

DOC	<u>2</u>	REV DATE	<u>1-4-80</u>	BY	<u>029725</u>
ORIG COMP	<u>11</u>	GPI	<u>11</u>	TYPE	<u>02</u>
ORIG CLASS	<u>S</u>	PAGES	<u>11</u>	REV CLASS	<u>S</u>
JUST	<u>22</u>	NEXT REV	<u>2019</u>	AUTH:	HR 70-2

Synopsis

1. Subject course was given 28 November - 9 December 1960. Thirty-two students representing a wide range of geographic areas were enrolled. The FE and SR Divisions with seven students each led the enrollment. Twenty-eight of the students were recent returnees from overseas. Three students were nominees for military service schools (two to the Armed Forces Staff College and one to the Naval War College), and one student recently joined SR Division on a rotational assignment for DD/I. The average length of tour for those returning to Headquarters was just under forty months. [REDACTED]

[REDACTED] were the ranking members of the class. The following is a breakdown of the class by area division and by grade.

<u>Area Division</u>	<u>Grade</u>
SR. . . . . 7	GS-15. . . .3
FE. . . . . 7	GS-14. . . .4
EE. . . . . 3	GS-13. . . .9
Compt . . . . 2	GS-12. . .10
AF. . . . . 2	GS-11. . . .3
OTR . . . . . 2	GS-10. . . .1
OS. . . . . 2	GS-9 . . . .1
WE. . . . . 1	GS-8 . . . .1
TSD . . . . . 1	Total <u>32</u>
DD/I. . . . . 1	
OP. . . . . 1	
OL. . . . . 1	
NE. . . . . 1	
IO. . . . . 1	
Total 32	

Program

2. There were sixty-seven scheduled speakers in the course. Nine speaker substitutions were made due to priorities, illnesses, or other

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commitments. [REDACTED], WH, presented a talk covering operations in the WH area. This was the first WH lecturer in the course, at least for the past three years, and [REDACTED] was well received. He will be continued. [REDACTED]

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Briefing Officer, gave an expanded talk on the Organization for National Intelligence. As usual, this was an outstanding presentation and drew several "well done(s)" from the class. Concerning the substitutions, the course appeared not to suffer except in the case of the IG. [REDACTED], the deputy IG, spoke for Mr. Kirkpatrick and while the talk was good insofar as the office of the IG is concerned, the overall effect on the students, as compared with the reception given to Mr. Kirkpatrick, left something to be desired. Efforts are made, of course, to arrange the CSR schedule so as to insure the appearance of Mr. Kirkpatrick but the chief instructor was told only the day before the scheduled talk of the substitution and it seemed appropriate to accept [REDACTED]

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This class appeared somewhat better prepared for Mr. Amory who must appear in the schedule at the start of the second day. Previous classes have not been warmed up and ready for interesting and provocative give-and-take questioning. This class, as noted, was ready for the DD/I and fired question after question at Mr. Amory. Again [REDACTED] appeared at the climax of the DD/P block of instruction with common sense and realistic answers to students' questions submitted to him in advance. Unfortunately the calibre of the questions submitted by this class was some what under par and this in turn made [REDACTED] talk a little less punchy than has been the case in the past. The talk by DTR was again well received and the chief instructor was advised by many of the students to allot more time to this presentation. The problems raised in the DTR's talk were familiar to most of the students and they particularly liked the way the DTR would have solved them. As noted after the last class, [REDACTED]

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[REDACTED] was asked to appear following Mr. [REDACTED] talk was welcomed since it clarified some points raised by [REDACTED] chief, [REDACTED], CA Staff.

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#### Student Performance

3. Since no test or quiz is given in the course there is little on which to judge the student performance in the class. The daily attitude of the students can better be judged. As a whole the students were attentive, on time for classes, and enthusiastic about the speakers and what the speakers had to say. Then too, the student critiques indicated that the course requirements were fully met. What adverse criticism there was appeared to be wholly concerned with the allocating of speaker time. On

the whole, these comments balance out with one student wanting more RID time, for instance, and another wanting less. Given below are a few of the students' comments under "General Comments for the improvement of the Clandestine Services Review Course":

"The CSR Course was by far one of the most outstanding courses it has been my privilege to attend in this Agency."

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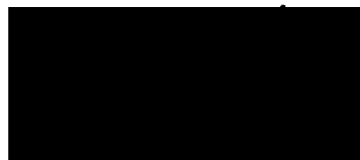
"Having spent 26 months in OTR I would say this is the best course you have." [REDACTED]

"The best thing, in my experience, in OTR. Very useful."

Conclusions and Recommendations

4. As noted in the last course report, WH and Commercial Staff have now been made a permanent part of this course. One remaining question concerns the inclusion of resumes of DCIDs in the students' kits. This question will be reviewed with appropriate individuals, and, if possible from a security viewpoint, they will be prepared and added to the student kits.

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Attachments

1. Course Schedule
2. Student Roster